

26 July 1963

**MEMORANDUM FOR: Chief, Central Cover Staff**

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**SUBJECT:** [REDACTED] - Civilian Reserve Program

1. Over the years various elements of the Agency have compiled lists of personnel who would be of value in times of emergency. The experience gained in the mechanics of maintaining these lists and the man hours which have been expended should serve as a basis for regularizing the proposed program. In this "day of the budget" we have to consider the costs; but it is my belief that a useful program of this kind can be undertaken without the expenditure of excessive funds.

2. Paragraph 15a of the proposed [REDACTED] places emphasis on the use of the civilian reserve for current operations, and only in the last sentence recognizes its potential as a source of manpower in the event of an emergency. I believe emphasis should be placed on the latter. Its value as a source of personnel for current operational use is recognized, but any contacts for this purpose should be made separately and by the operating elements. Further, I think it would be wrong to give personnel in this program the idea that they might be used for current operations. The main thrust of this program should be in the context of a mobilization program for emergencies.

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3. [REDACTED] Paragraph 14a (3) (b), states that the program will consist of selected former employees and other civilian personnel who possess occupational skills required by the Agency upon mobilization. The compiling of a list of former employees is relatively simple, but selection of other civilian personnel for this list should be the responsibility of the element who would propose to use them.

4. The War Plans Staff's primary interest in the civilian reserve program is its usefulness as a source of manpower in an emergency. Many of the military reservists now on duty at Headquarters will be sent overseas in their military status in time of war and replacements for them will be required. Former employees who possess various skills needed by the Agency could be used very profitably at Headquarters.

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~~SECRET~~[REDACTED]  
Chief, War Plans Staff

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downgrading and  
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